

“Scottsdale 2.0”

A roadmap for the future.



What is the future we will create?

What do we need to do to achieve this vision?

Staff's Direction

- Based on “*Which Way Scottsdale*” report, City Council directed staff to create “Draft Strategic Action Plan” to respond to new data. Do we have the six characteristics that define quality places?
 - Natural environment counts for a lot; but not enough
 - Distinctive urban amenities
 - Choices to serve diverse lifestyles
 - Smart, innovative place, learning environment
 - Intangibles, e.g. hipness, tolerance, entrepreneurial culture
 - Speed, e.g. effective transportation and speedy planning processes.

Purpose for the Action Plan.

- ❑ Time for action.
- ❑ Many community-wide visioning efforts completed.
- ❑ Guide City budgeting, resource allocations and priorities.
- ❑ *Which Way Scottsdale* data - an opportunity.

What is a Strategic Action Plan?

It is a plan that bridges day-to-day work with long-range goals by:

- Providing clear and consistent direction on what long-range goals we must strive for and achieve.
- Detailing action plans that must to be accomplished to achieve those goals.
- Identifying priorities and direction for how to allocate and shift City resources.
- Allowing for flexibility, i.e. being able to shift or change in response to community needs.

The 80-20 Factor

- ❑ **80 percent = foundational work, key services that will always remain in place.**
 - Streets paved and well maintained, garbage picked up, emergency services active, parks and libraries are clean/active, water quality and service continues, etc.
 - **These efforts are NOT impacted by this action plan.**

- ❑ **20 percent = quality of life services, unique features that make Scottsdale special.**
 - Efforts that could take Scottsdale to “the next level,” are typically funded by priority and community and City Council interest.
 - **These efforts are the focus of this Action Plan.**

Strategic Action Plan will be:

- A culmination of previous studies and new reports as well as activating community and staff insight and experience about Scottsdale to create:
 - **Phase One** -- A broad vision statement and draft key strategies that must be accomplished in order to achieve the vision.
 - **Phase Two** -- After community and City Council reviews, detailed implementation plans will be drafted.

What we studied.

- ❑ Scottsdale Visioning (1992)
- ❑ CityShape 2020 (1996)
- ❑ General Plan Update (2001)
- ❑ Downtown Scottsdale Market Opportunities Study (2002)
- ❑ Economic Vitality Strategic Plan (2002)
- ❑ Mayor & Council Mission and Goals (2002)
- ❑ Which Way Scottsdale (2003)
- ❑ “Execution -- The Discipline of Getting Things Done,” Larry Bossidy and Ram Charan
- ❑ “The Rise of the Creative Class,” Richard Florida
- ❑ “Good to Great,” Jim Collins

Mayor and Council

Mission and Goals

Mission:

- ❑ It is the mission of the City of Scottsdale to build citizen trust by fostering/practicing open, accountable, and responsive government; to provide quality services; to provide long-term prosperity; to preserve Scottsdale's unique southwestern character; to plan and manage growth in harmony with its desert surroundings; and to promote livability by enhancing and protecting its neighborhoods. Quality of life for residents and visitors shall be the paramount consideration.

Mayor and Council

Mission and Goals

Goal A: Neighborhoods

- Enhance and protect a diverse, family-oriented community where neighborhoods are safe, protected from adverse impacts, and well maintained.

Goal B: Preservation

- Preserve the character and environment of Scottsdale

Goal C: Transportation

- Provide for the safe, efficient and affordable movement of people and goods.

Goal D: Economy

- Position Scottsdale for short- and long-term economic prosperity by stabilizing, promoting, strengthening, stimulating, expanding and diversifying our economic resources.

Mayor and Council

Mission and Goals

Goal E: Fiscal and Resource Management

- Ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and city assets, and coordinates land use and infrastructure planning within the context of financial demands and available resources.

Goal F: Open and Responsive Government

- Make government accessible, responsive and accountable so that pragmatic decisions reflect community input and expectations.

Scottsdale Visioning (1992)

- Scottsdale is an ever-changing community; flexibility is critical.
- Stay abreast and responsive to regional, state, national and global trends and influences.
- Four dominant themes to pursue:
 - Sonoran Desert
 - Arts and Culture
 - Health and Research
 - Resort Community

CityShape 2020

- ❑ Need to continually clarify direction and to create strategic priorities to accomplish our vision.
- ❑ Visions and goals need to be periodically readdressed to reflect new or emerging circumstances.
- ❑ Six guiding principles should help guide our decision making:
 - Seek Sustainability
 - Advance Transportation
 - Value Scottsdale's Unique Lifestyle and Character
 - Support Economic Vitality
 - Preserve Meaningful Open Space
 - Enhance Neighborhoods

General Plan 2001

- ❑ “Future in Focus” -- General Plan is a broad, flexible document that changes as the community needs, conditions and direction change.
- ❑ Commitment to environmental, economic and social sustainability.
- ❑ Long-term viability of neighborhoods, facilitation of human connections.
- ❑ Transportation options and connections to citywide and regional networks.
- ❑ Arts, culture and environmental preservation important.

DT Scottsdale Market Report

- ❑ Look at opportunities to attract a diversity of customers, including residents of Scottsdale and the Valley.
- ❑ Focus on the “downtown living market,” i.e. people being able to live downtown.
- ❑ Move away from overdependence on tourism dollars; focus on the market to create change.
- ❑ Create new events, amenities to attract people to downtown.

Economic Vitality Strategic Plan

- ❑ Focus on quality of life to retain and attract talent and to maintain distinction and a sense of place.
- ❑ Improve partnerships ...local, regional, state and national. Collaborate with private-, public- and non-profit sectors to achieve City vision and goals.
- ❑ Enhance communications with stakeholders, businesses, residents, local jurisdictions.
- ❑ Find ways to support private-sector investment confidence in Scottsdale. Enhance business climate; long-term predictability of a successful Scottsdale.

Readings

- “Execution” – Success doesn’t just happen. Success is a product of results-oriented institutions. Successful organizations understand how to link together people, strategy, and operations to create results.
- “The Rise of the Creative Class” – New economic model of today. Rather than providing incentives to lure business to a City, industry is relocating or choosing to locate in places that have creative talent living there.
 - And ... creative talent chooses home based on quality of place.

Readings

□ “Good to Great”

- Start by getting the “right people” on the bus or sitting in the right seats before figuring out where to drive it.
- Confront the brutal facts and yet never lose faith that you will prevail.
- Excel in your “core business”, what makes Scottsdale special and great.
- Create a culture of discipline and an ethic of entrepreneurship to achieve great performance.
- Achieve an organizational culture that resembles relentless pushing in one direction, building momentum until you reach breakthrough and beyond.

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Vision:

Scottsdale

The Ultimate American City of Great Places and Choices

Scottsdale is a world class City energized by talented and diverse people where arts and history, environmental ethics and a tolerant and entrepreneurial spirit prosper in an unmatched natural environment of distinctive amenities and choices.

Strategies

- ❑ **Retain and attract people who thrive on knowledge and innovation.**
- ❑ **Develop a service-oriented, international, technology-driven economy.**
- ❑ **Position Scottsdale as a committed and influential leader in regional, state and federal public policy.**
- ❑ **Be a great organization that consistently produces excellent results.**

Strategy

- **Retain and attract people who thrive on knowledge and innovation.**
 - Create unique and vibrant places throughout Scottsdale that enable people to share knowledge, skills and experience.
 - Be a national leader as a place with world class education opportunities.
 - Generate additional “golden attributes,” e.g. one-of-a-kind arts and cultural experiences, top-notch entertainment.
 - Customize open space citywide, e.g. link neighborhoods through trails to open space and recreation areas. Every home is within 15 minutes of open space or a developed park.

Strategy

- **Develop a service-oriented, international, technology-driven economy.**
 - Be cutting edge, i.e. a premier “hub” of creativity and ideas with emphasis on aligning economic development strengths to regional, state, national and international targets.
 - Build a national reputation for innovation and an entrepreneurial-friendly infrastructure.
 - Develop world class transportation systems.

Strategy

- **Position Scottsdale as a committed and influential leader in regional, state and federal public policy.**
 - Build coalitions with local business, educational institutions, the media and citizens to influence regional, state and national decisions.
 - Collaborate with assets, i.e. ASU, T-Gen, Mayo, Scottsdale Healthcare, General Dynamics and other local enterprises and jurisdictions.
 - Advance local agendas through active involvement in regional, state and national initiatives.

Strategy

- **Be a great organization that consistently produces excellent results.**
 - Develop and implement unique models of civic engagement and leadership.
 - Be disciplined and focused while also being flexible; predict and adapt to change.
 - Develop processes that facilitate and deliver a variety of amenities and services.
 - Dream BIG; take reasonable risks.

What we need from you.

- ❑ Do you have questions, need clarification?
- ❑ What are we missing?
- ❑ Are there areas we can strengthen?
- ❑ What messages do you want to go to the City Council?

Thank you.



Next Step

Mayor and City Council Goal-setting
Workshop on Saturday, November 15,
8 a.m. to 11:30 a.m. at Human Resources
“Pinnacle Room” at 7575 E. Main St.

Public is welcome.